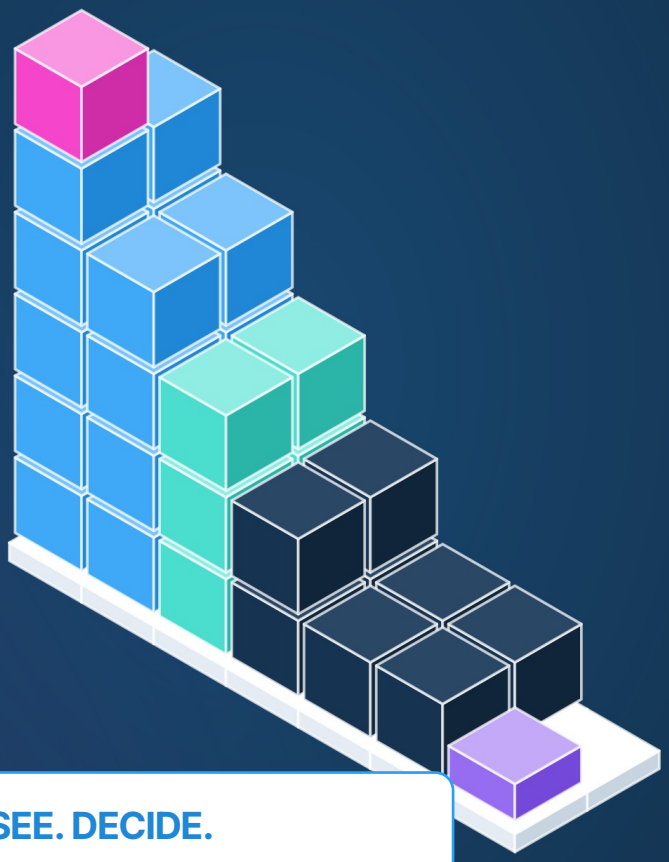
OPERATIONS INSIDER

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THE MANAGER'S QUALITY TOOLS QUICK START CHECKLIST

Score one process in one hour, with evidence you can point at.



COUNT. SORT. SEE. DECIDE.

START HERE

How to Use This Check

One process, one hour with the supervisor and one inspector, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Go to the process and open the real records: the defect counts, the charts on the board, the last analysis and the action list.	Score each statement from 0 to 4. Without a sheet, a chart or a file you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across areas or shifts.
3	Mostly in place and visible in the data.
4	Consistently in place, visible, reviewed and improved.

WHY SIMPLE TOOLS

Most quality problems on the shop floor and in the office do not need advanced statistics. They need a clear count, a sorted picture and a team that looks at the same facts. The classic tools do exactly that, with a pencil or a spreadsheet.

Before You Start

- **Scope:** one process with a recurring problem: a line, a cell, an order desk or an invoicing team.
- **Evidence:** defect counts of the last four weeks, charts, the last problem analysis and the open actions.
- **Tone:** you check how the area works with facts, not how good the people are. Ask to see, do not ask to explain.

THE CHECK

01 Collect Data

NO.	CHECK	SCORE 0 TO 4
01	Every defect type on the pilot process has a written definition with a photo or a limit sample, and two inspectors classify the same part the same way.	
02	Defects are counted on a check sheet at the place where they are found, per day, with the number of units inspected.	
03	The check sheet records at least two factors for later sorting, such as shift, machine, position, product or supplier.	
04	Counting rules are fixed in writing: what one unit is, and how a unit with several defects is counted.	
05	The data of the last four weeks is complete, and nobody has to reconstruct it from memory.	

02 See What Matters

NO.	CHECK	SCORE 0 TO 4
06	A Pareto chart of the defect types exists, is not older than four weeks and hangs where the team meets.	
07	The Pareto chart is drawn by cost or effort as well as by count, and the team knows where the two differ.	
08	The top defect has been sorted by at least two factors, and the result is written down, including the factors that showed no difference.	
09	A flowchart of the real process exists, drawn by walking the process, with rework loops and decision points.	
10	The team can name the process step where each of the top three defects is created and the step where it is found.	

THE CHECK

03 Understand Variation

NO.	CHECK	SCORE 0 TO 4
11	For the most important measured characteristic, a histogram of at least 50 values with the specification limits exists.	
12	The defect rate is plotted over time on a run chart, one point per day or shift, with a center line.	
13	The team knows simple rules for reading the chart and does not react to every single high or low point.	
14	Control limits are calculated from the data of the process, not set from the target or the specification.	
15	A signal on the chart leads to a documented check on the same day: what was different.	

04 Find and Verify Causes

NO.	CHECK	SCORE 0 TO 4
16	Possible causes are collected with the people who do the work, in a cause and effect diagram for one defined problem.	
17	Every suspected cause is checked with data or a trial before money is spent on it.	
18	Where two measured variables are suspected to belong together, a scatter diagram with at least 20 pairs was drawn.	
19	The team distinguishes between a relationship in the data and a proven cause, and tests the lever in a trial.	
20	Rejected causes are documented, so that the same discussion does not start again.	

THE CHECK

05 Decide and Hold

NO.	CHECK	SCORE 0 TO 4
21	Ideas and opinions from the team are collected on notes and grouped before they are discussed.	
22	Options are ranked with written criteria and weights, and the ranking is kept with the decision.	
23	Every action has an owner, a date and an expected effect in numbers.	
24	The effect of actions is shown with the same check sheet and the same chart, before and after.	
25	Supervisors and team leaders can use the basic tools themselves, and a new problem starts with data, not with a meeting.	

Your Result

BLOCK	POINTS	OUT OF
01 Collect Data		20
02 See What Matters		20
03 Understand Variation		20
04 Find and Verify Causes		20
05 Decide and Hold		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your problem solving rests on facts. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Opinion. Problems are discussed, the loudest explanation wins, the same defects return.	Define the defects. Count them on a check sheet for four weeks.
40 to 59	Counting. Numbers exist, but they are not sorted and not used for decisions.	Draw the Pareto chart by count and by cost. Sort the top defect by two factors.
60 to 79	Analyzing. The team sees the pattern and looks for causes with data.	Verify causes with a trial. Plot the rate over time with limits.
80 to 100	Fact based. Tools are routine, effects are shown before and after.	Hold the level. Train the next area and the office teams.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after three months and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
QUALITY TOOLS STARTER KIT	The guide for the first 30 days on one process, plus the Excel workbook with check sheet, Pareto chart by count and cost, stratification and run chart.
QUALITY TOOLS EXCELLENCE BUNDLE	The full playbook with all tools, a two-day workshop pack, eight templates, the Excel system with histogram, scatter diagram, control chart and prioritization, and a workshop deck.

Both are available at operationsinsider.com.